





Project Aristotle Keys of High Performing Google Teams

- 1. Psychological Safety
- 2. Dependability
- 3. Structure & Clarity
- 4. Meaning
- 5. Impact

Rozovsky, Julia
Google People Operations
The Five Keys to a Successful Google Team
https://rework.withgoogle.com



Teams that innovate quickly, leverage diversity, and adapt well to change are driven by psychological safety. Organizations that cultivate psychological safety do so through leaders at all levels learning and demonstrating specific leadership behaviors. A climate conducive to psychological safety starts at the very top of the organization.

McKinsey & Company

<u>Psychological Safety and the Critical Role of Leadership Development</u>

February 2021

Behaviors of Psychological Safety

- 1. Equality in Conversational Turn-Taking
- 2. Ostentatious Listening
 - Demonstrating deep listening (reflecting)
 - b. Making eye contact
 - c. Being fully present and distraction-free

Duhigg, Charles What Google Learned From Its Quest to Build the Perfect Team The New York Times Magazine. February 25, 2016



Good improvisation is all about listening, reacting in the moment, creating, and supporting the ideas of others.

Tom Yorton Former CEO, Second City Works Co-Author, <u>Yes, And – Lessons from the Second City</u>



EXERCISE: YES

One way to practice staying present is to simply sit still for a while and listen. For one minute, listen to the sounds close to you. For one minute, listen to the sounds at a distance. Just listen attentively.

-Pema Chodron
Tibetan Buddhist, Author and Principal Teacher



EXERCISE: RED BALL

The single biggest problem in communication is the illusion that it has taken place.

-George Bernard Shaw Playwright



EXERCISE: GROUP STORYTELLING

There is nothing like a concrete life plan to weigh you down. Because if you always have one eye on some future goal, you stop paying attention to the job at hand, miss opportunities that might arise, and stay fixedly on one path, even when a better, newer course might have opened up.

-Indra K. Nooyi Former CEO, PepsiCo



EXERCISE: THE MARTHA GAME

Synergy – the bonus that is achieved when things work together harmoniously.

-Mark Twain Author



EXERCISE: EIGHT-LINE STORY STRUCTURE

Learning to stand in somebody else's shoes, to see through their eyes, that's how peace begins. And it's up to you to make that happen. Empathy is a quality of character that can change the world.

-Barack Obama 44th President of the United States of America



- 1. Once upon a time...(current situation)
- 2. And everyday...(current situation)
- 3. Then one day...(turning point)
- 4. And because of that...(opportunity, action)
- 5. And because of that...(opportunity, action)
- 6. And because of that...(opportunity, action)
- 7. Until finally....(turning point)
- 8. And ever since that day...(learning lesson)



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EXERCISE: ROCK-PAPER-SCISSORS

We rise by lifting others.

-Robert Ingersoll Orator

